

Emergency Management Institute

Addendum to

2007-2008
Course Catalog

TABLE OF CONTENTS

Contingency Contracting (E105)	3
Joint Field Office (JFO) Finance and Administration Section Chief Training (E106).....	3
Operations Section Chief (E196)	3
Debris Operations (E201)	3
Equal Rights Officer Update Course (E217)	4
Situation Unit (E224).....	4
Documentation Unit (E229).....	4
Demobilization/Plans Support Unit (E233)	5
Rapid Needs Assessment Team Training (L236)	5
406 Hazard Mitigation Section (E239)	5
Cooperating Technical Partners (CTP): Special Topics (E241)	6
Travel Manager 8.2 (E254).....	6
FEMA Program Responsibilities: Coordinating Environmental and Historic Preservation Compliance (E/L253).....	6
Environmental/Historic Preservation Management Information System (E-MIS) Train-the-Trainer (TTT) (E255)	7
Disaster Travel Manager Train-the-Trainer (TTT) (E256).....	7
Human Resources (HR) Operations (E259)	7
Managing Floodplain Development Through the National Flood Insurance Program (NFIP) Train-the-Trainer (TTT) (E262)	8
Hydrologic Engineering Center: Riverine Analysis System (HEC-RAS) (E264).....	8
Advanced Methods of FEMA’S Historic Preservation Program (E265).....	9
Advanced Environmental Operations (E266).....	9
Community Relations Reporting Techniques and Analysis (E267)	10
Managing FEMA Staff on Disaster Operations (E269).....	10
Hydrologic Engineering Center: Hydrologic Model System (HEC-HMS) (E271).....	10
National Dam Safety Technical Workshop (NDSTW) (E274)	11
Benefit-Cost Users Workshop (E275)	11
Community Relations (CR) for Field Specialists (E277)	11
Community Relations for Managers (E281).....	12
Disaster Field Training Operations (DFTO) Orientation (E283)	12
Disaster Field Operations Management (DFOM) (E292)	12
Disaster Field Training Operations (DFTO) Training Unit Leader (E294).....	13
Individual Assistance (IA) Basic Management (E/B321)	13
Human Resources Specialist Training (E325).....	13
Introduction to Mission Assignment (MA) Processing (E347)	13
Crisis Counseling (Basic) Grant Program (E354)	14
Individual Assistance (IA) Program Management (E356)	14
Congressional Liaison Specialist (E368)	14
Congressional Liaison Lead (E370).....	15
FEMA State Public Assistance (PA) Workshop (E372)	15
Public Assistance Officer (PAO) Course (E374).....	15
Public Assistance (PA) Operations I (E381)	16

Public Assistance (PA) Operations II (E382)	16
Emergency Management Higher Education Conference (E392).....	16
Response Operations III–Introduction (E/L423)	16
Public Assistance (PA): Grant Administration for States (E478).....	17
Public Assistance (PA) Cost Estimating Format (E480)	17
Performance Excellence Series II–Communication & Customer Service (E526).....	17
Performance Excellence Series II–Representing the Agency (E527).....	18
Performance Excellence Series II–Achieving Results and Teamwork (E528)	18
Performance Excellence Series II–Leadership for Managerial Success (E529).....	18
Support Advisory Group for Empowerment (SAGE) (E530)	19
Performance Excellence Series Level I (E534/E535/E536/E537).....	19
Basic Mediation (E542)	20
Cadre Manager Workshop (L661)	20
FEMA Basic Grants Management (E701).....	21
FEMA Advanced Grants Management (E702).....	21
Financial Technician/Specialist Basic (E703)	21
Financial Technician/Specialist Advanced (E704).....	22
Disaster Contracting (E706)	22
Introductory Field Attorney Training (E713)	22
Advanced Field Attorney Training (E714).....	23
Comptroller Basic (E716).....	23
Disaster Alternative Dispute Resolution Basic Training (E/B717)	23
Executive Leadership and Supervisory Training (E736).....	24
DHS/FEMA Individuals and Households Program (IHP), Grants, and Financial Closeout (E759)	24
Resources Unit (E760).....	25
Joint Field Office (JFO) Middle Managers Training (E778).....	25
Orientation to Disaster Operations–Orientation Only (E/L779).....	26
Joint Field Office (JFO) Communications (E815).....	26
Phone Book Exchange (PBX) Maintenance (E816).....	26
Advance Phone Book Exchange (PBX) Operations (E819).....	27
National Emergency Management Information System—Emergency Support (NEMIS ES)–Finance (E830)	27
National Emergency Management Information System—Emergency Support (NEMIS ES)–Finance Train-the-Trainer (TTT) (E831)	27
Information Technology Enterprise System (E835).....	27
Emergency Management Mission Integrated Environment (EMMIE) Public Assistance Train-the-Trainer (TTT) (E861)	28
National Response Coordination Center (NRCC) Training Lecture (L934)	28
National Response Coordination Center (NRCC) Training Exercise (L935)	28
National Incident Management System (NIMS) Implementation Workshops (E975).....	28
Security Orientation (E979).....	29
Security Recertification (E980)	29
Hurricane Liaison Team (HLT) (L991).....	29

Contingency Contracting (E105)

This course covers contingency issues that may occur while functioning as a government Contract Specialist. The course is general in nature, but the makeup of the class will be FEMA Acquisition/Contracting Cadre Members who deploy to disaster operations, and their specific examples and questions will be addressed.

Selection Criteria: This course is by invitation only. The participants are members of the FEMA Acquisition/Contracting Cadre or members of a larger stand-by list of DHS Contracting employees who would deploy to JFO Contracting Unit in a catastrophic disaster event. The list of participants is provided by the Acquisition/Contracting National Cadre Manager.

Prerequisites:

Required: NIMS Training (IS-100, IS-200, IS-700) and NRP Training (IS-800).

Recommended: None.

Point of Contact: Pati LaBrosse, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-7685.

Joint Field Office (JFO) Finance and Administration Section Chief Training (E106)

This course is a new development (pilot in FY08) to provide leadership, communication, and Unit-oversight training to any named FEMA Finance and Administration Section Chief. The FEMA Comptroller Cadre members are the JFO Finance and Administration Section Chief for every JFO that is established. This course will be similar to other Section Chief developments that will also pilot in FY08 and FY09. Currently, the curriculum is still under development.

Selection Criteria: This course is by invitation only. The participants are members of the FEMA Comptroller Cadre. The list of participants is provided by the Comptroller National Cadre Manager.

Prerequisites:

Required: NIMS Training (IS-100, IS-200, IS-700) and NRP Training (IS-800).

Recommended: None.

Course Length: 4 days

Point of Contact: Pati LaBrosse, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-7685.

Operations Section Chief (E196)

The training is intended to provide position-specific training as an Operations Section Chief with application and testing of skills through case studies and exercises. Participants complete their training with a field assignment in JFO Operations with an assigned mentor to oversee the individual's personal assessment and daily progress reports.

Selection Criteria: FEMA Branch Directors and/or Operations Section Chiefs/Deputies who have served on small incidents.

Prerequisites:

Required: Must have field experience in one or more areas of Operations as a Branch Director/Unit Leader or Operations Section Chief/Deputy on a small incident. Requires written documentation on background and training experience, and recommendation of the FEMA Regional Response Director.

Recommended: None.

Point of Contact: H. Marie Harkenrider, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1167.

Debris Operations (E201)

This course addresses duties and responsibilities for managing, overseeing, or monitoring debris removal during disaster response and recovery. It prepares FEMA field staff for the resolution of debris removal issues after a disaster declaration.

Selection Criteria: FEMA public assistance disaster field and regional staff including DAEs, CORE, and technical assistance contractors.

Prerequisites:

Required: None.

Recommended: None.

Course Length: 4 days

CEUs: 2.4

Point of Contact: Martin DiGregory, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1203.

Equal Rights Officer Update Course (E217)

This course explains changes in Equal Employment Opportunity and Civil Rights laws and policies through a series of presentations and exercises.

Selection Criteria: Current Equal Rights Officers.

Prerequisites:

Required: None.

Recommended: None.

Course Length: 4 days

CEUs: 3.2

Point of Contact: Christopher Yambor, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1649.

Situation Unit (E224)

This course is designed to provide Planning Section personnel with the knowledge and abilities to operate in the Situation Unit during a disaster operation. It is an intermediate-level course, with a high intensity of exercises and work projects to be completed in order to pass. Upon completion of this course, participants will be able to collect and analyze information; develop and maintain the Information Collection Plan; produce statistical and situational displays;

demonstrate basic analytical skills; produce various intelligence reports and summaries; and establish and maintain the Situation Room.

Selection Criteria: Planning personnel that have an assignment and responsibility in the Situation Unit. Participants who sign up for this course should have completed at least three field experiences within this area. All nominations will be submitted through the Regional Cadre Managers.

Prerequisites:

Required: None.

Recommended: IS-228, *Planning Overview*, and IS-292, *Disaster Basics*.

Course Length: 4 days

CEUs: 3.0

Point of Contact: Terah Weidenhamer, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1858.

Documentation Unit (E229)

This course is designed to provide Planning Section personnel with the knowledge and abilities to operate in the Documentation Unit during a disaster operation. It is an intermediate-level course, with a high intensity of exercises and work projects to be completed in order to pass. Upon completion of this course, participants will be able to describe the roles and responsibilities within the Documentation Unit; produce the major products that this unit is responsible for during a disaster operation; and describe the inter-relationship of the Documentation Unit to other Planning, JFO, and higher echelon elements.

Selection Criteria: Planning personnel that have an assignment and responsibility in the Documentation Unit. Participants who sign up for this course should have completed at least three field experiences within this area. All nominations will be submitted through the Regional Cadre Managers.

Prerequisites:

Required: None.

Recommended: IS-228, *Planning Overview*, and IS-292, *Disaster Basics*.

Course Length: 4 days
CEUs: 3.0

Point of Contact: Terah Weidenhamer, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1858.

Demobilization/Plans Support Unit (E233)

This course is designed to provide Planning Section personnel with the knowledge and abilities to operate in the Demob/Plans Support Unit during a disaster operation. It is an intermediate-level course, with a high intensity of exercises and work projects to be completed in order to pass. Topics covered include incident action planning; strategic, contingency, and Emergency Response Team (ERT) management planning; Continuity of Operations (COOP); and demobilization planning.

Selection Criteria: Planning personnel that have an assignment and responsibility in the Demob/Plans Support Unit. Participants who sign up for this course should have completed at least three field experiences within this area. All nominations will be submitted through the Regional Cadre Managers.

Prerequisites:

Required: None.

Recommended: IS-228, *Planning Overview*, and IS-292, *Disaster Basics*.

Course Length: 4 days
CEUs: 3.0

Point of Contact: Terah Weidenhamer, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1858.

Rapid Needs Assessment Team Training (L236)

This course is offered in the regional offices and provides individuals with the skills to operate within the Rapid Needs Assessment (RNA) team.

Selection Criteria: State government, FEMA, and other Federal agencies such as EPA, HHS, USACE, and the American Red Cross.

Prerequisites:

Required: None.

Recommended: None.

Course Length: 3½ days
CEUs: 2.1

Point of Contact: Bernice Zaidel, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1360.

406 Hazard Mitigation Section (E239)

This course is designed to educate Public Assistance Officers/staff about the use of mitigation assistance provided under Section 406 of the Robert T. Stafford Act. Course topics include coordination with other Federal programs, hazard mitigation methods and practices, mitigation measures by disaster type, benefit-cost analysis, and document preparation.

Selection Criteria: Public Assistance Officers, Public Assistance Coordinators, and PA Project Officers.

Prerequisites:

Required: None.

Recommended: IS-631, *Public Assistance Operations I*.

Course Length: 4 days
CEUs: 2.4

Point of Contact: Martin DiGregory, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1203.

Cooperating Technical Partners (CTP): Special Topics (E241)

This course is designed to have a changing agenda in order to meet the interest and needs of FEMA's Cooperating Technical Partners. The target audience for the *CTP: Special Topics* training (E241) changes as the course content changes. For more information on the content of upcoming offerings, please e-mail CTP@mapmodteam.com.

Selection Criteria: Attendance is by invitation only and is coordinated through the FEMA Regional CTP Coordinators. For information on how to contact these individuals, please e-mail CTP@mapmodteam.com.

Prerequisites:

Required: All participants should have a working knowledge of local floodplain management programs and processes related to flood hazard mapping under the NFIP.

Recommended: None.

Course Length: 4 days
CEUs: 2.4

Point of Contact: Dawn Warehime, Mitigation Section, Emergency Management Institute, (301) 447-1309.

Travel Manager 8.2 (E254)

Travel Manager 8.2 is the agency's Automated Travel Authorization and Travel Voucher Preparation Software Package. This course is designed to provide participants detailed instructions on using the Travel Software Package for preparing travel authorizations, vouchers, and claim for reimbursements. Participants will also be briefed on the Federal Travel Regulations.

Selection Criteria: Employees responsible for preparing travel documents who have never received any Travel Manager training.

Enrollment: Submit a FEMA Form 75-5 (General Admissions Application) to the U.S. Fire Administration (USFA) Admissions Office.

Applications are reviewed and approved by the USFA Admissions Office.

Prerequisites:

Required: None.

Recommended: None.

Course Length: 3 days

Point of Contact: Dynia Beaty, Human Capital Division, Learning and Development Section, dynia.beaty@dhs.gov, (703) 605-4284.

FEMA Program Responsibilities: Coordinating Environmental and Historic Preservation Compliance (E/L253)

This course is usually delivered in the field and provides an introduction to FEMA's Environmental and Historic Preservation (EHP) compliance responsibilities. Upon completion of E/L253, participants should have a basic knowledge of Federal environmental and HP laws; be able to outline FEMA's responsibilities under these laws; know how to access EHP resources and staff; and be able to identify and address EHP issues where they arise in FEMA projects. E/L253 is also available online as an Independent Study (IS) course through the Emergency Management Institute's (EMI) Virtual Campus. IS-253 can be accessed at the following address:

<http://www.training.fema.gov/EMIWeb/IS/is253.asp>.

Selection Criteria: EMI or field-delivered courses are invitation only. Coordination should be done through Headquarters and Regional Environmental Officers. The online Independent Study version (IS-253) is open to all through EMI's Virtual Campus.

Prerequisites:

Required: None.

Recommended: This course is designed for a wide audience, including FEMA Program managers and staff, Environmental and Historic Preservation specialists, State Emergency Management Program staff,

FEMA's technical assistance contractors, and any others who require a basic knowledge of FEMA's environmental and historic preservation compliance process. Participants are expected to possess a basic knowledge of FEMA's Public Assistance and Mitigation programs prior to taking this course.

Course Length: Resident course at EMI (E253) is 4½ days; Field-delivered course (L253) is 3 days

CEUs: Not yet determined

Point of Contact: Barbara Nelson, Mitigation Section, Emergency Management Institute, (301) 447-1247.

Environmental/Historic Preservation Management Information System (E-MIS) Train-the-Trainer (TTT) (E255)

FEMA's Environmental and Historic Preservation (EHP) Section uses an independent Web-based system to review and document environmental and historic preservation compliance for FEMA disaster and non-disaster programs that are submitted to eGrants or EMMIE. This course is designed to prepare selected EHP staff for the field delivery of E-MIS Training (G250) to the EHP cadre, and focuses on E-MIS functionality and effective training strategies.

Selection Criteria: This course is by invitation only. Coordination should be done through Headquarters and Regional Environmental Officers.

Prerequisites:

Required: None.

Recommended: E/L253, *FEMA Program Responsibilities: Coordinating Environmental and Historic Compliance*; working knowledge of FEMA's programs; working knowledge of environmental and historic preservation laws, regulations, and Executive Orders.

Course Length: 3 days

CEUs: Not yet determined

Point of Contact: Barbara Nelson, Mitigation Section, Emergency Management Institute, (301) 447-1247.

Disaster Travel Manager Train-the-Trainer (TTT) (E256)

The purpose of this course is to train FEMA employees with Travel Manager responsibilities on the process of successfully and competently completing the needed *Travel Manager 8.2* transactions for all disaster-deployed employees, as well as training them to instruct others in the DHS/FEMA travel regulations and policies and the *Travel Manager 8.2* software.

Selection Criteria: The target audience will include individuals with Travel Manager responsibilities.

Prerequisites:

Required: Applicants should have either successfully completed the E254, *Travel Manager 8.2* course, or have 4 or more years of Travel Manager experience. The applicant must also have some rudimentary computer skills (e.g., knowledge of keyboard, mouse, and Windows).

Recommended: None.

Course Length: 5 days

Points of Contact: Tange Drake, Office of the Chief Financial Officer, (202) 646-2983 and Tina Hovermale, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1207.

Human Resources (HR) Operations (E259)

The purpose of this course is to provide Human Resources Unit leaders, managers, and supervisors on a Disaster Operation with the knowledge and skills required to perform management and leadership responsibilities more effectively and with greater confidence.

After completing this course, participants will be able to:

- Explain how the relationship theory can contribute to a greater understanding of self and others within the context of the disaster operations environment.
- Apply appropriate leadership styles to specific disaster situations.
- Apply strategies for effective communication in disaster operations.
- Apply strategies for managing the performance and conduct of disaster staff.
- Practice useful techniques for building and maintaining cohesive teams in disaster operations.
- Describe the disaster manager's role in managing stress in disaster operations.

Selection Criteria: The target audience for this course includes managers and supervisors of FEMA's Human Resources Cadre (from both Headquarters and the regions). The course will be offered to Permanent Full-Time (PFT) employees, COREs, and Disaster Assistance Employees (DAE). All must have had at least one assignment as an HR Unit Leader or Manager before attending the course.

Prerequisites:

Required: E325, *HR Specialist*, and IS-292, *Disaster Basics*.

Recommended: None.

Course Length: 4 days

CEUs: 2.9

Points of Contact: Debbie Evans, Disaster Operations and Recovery, Emergency Management Institute, (301) 447-1139 or Bernice Zaidel, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1360.

Managing Floodplain Development Through the National Flood Insurance Program (NFIP) Train-the-Trainer (TTT) (E262)

This course is designed to train subject matter experts in how to deliver an effective and interesting course on emergency management topics. Courses are used as the basis for delivery of this training. Participants will be expected to pick two sections of the new course and be prepared to teach them to the full class, and then to receive constructive feedback regarding their presentation. The first day of the course is dedicated to the various factors that can make training exceptional and effective with the remaining 3 days used for practice and evaluation. Videotapes will be made so that participants can review their own performances and critique themselves at their leisure.

Selection Criteria: Participants should be thoroughly familiar with the course material and experienced enough to teach the class and answer in-depth questions.

Prerequisites:

Required: None.

Recommended: None.

Point of Contact: Tom Hirt, Mitigation Section, Emergency Management Institute, (301) 447-1062.

Hydrologic Engineering Center: Riverine Analysis System (HEC-RAS) (E264)

The objective of this course is to enable the participants to perform water-surface profile computations using the computer program Hydrologic Engineering Center-Riverine Analysis System in a sound and effective manner.

Topics will include concepts of open channel flow, data requirements, basic input requirements, output analysis, application of bridge and culvert routines, and floodway determination. Participants will have an opportunity to prepare and analyze output during workshops.

Selection Criteria: This course is limited to professional staff of State and Federal dam safety programs only.

Point of Contact: Joe Bills, Mitigation Section, Emergency Management Institute, (301) 447-1356.

Advanced Methods of FEMA'S Historic Preservation Program (E265)

This course provides in-depth training needed to implement the regulations of the National Historic Preservation Act (NHPA) and other related HP laws required for FEMA's programs/activities. Upon completion of this course, participants should be able to describe, interpret, and apply all HP laws that apply to FEMA's programs/activities; explain/implement their roles/responsibilities in the HP process; coordinate all affected parties in the HP compliance process; and describe how the compliance process fits into the broader FEMA mission.

Selection Criteria: This course is by invitation only. Coordination should be done through Headquarters and Regional Environmental Officers. This course has been designed as an advanced training for Historic Preservation Specialists and Environmental/Historic Advisors and Team Leads. State/local staff and contractors who work with FEMA's Environmental and Historic Preservation program may also be invited to attend.

Prerequisites:

Required: E/L/IS-253, *FEMA Program Responsibilities: Coordinating Environmental and Historic Compliance*; knowledge and experience with FEMA's programs; working knowledge of historic preservation laws and regulations.

Recommended: None.

Course Length: 4½ days
CEUs: 2.4

Point of Contact: Barbara Nelson, Mitigation Section, Emergency Management Institute, (301) 447-1247.

Advanced Environmental Operations (E266)

This course provides an in-depth understanding of the role and importance of implementing the National Environmental Policy Act (NEPA) and other related environmental protection laws within the context of FEMA's programs and activities. Upon the completion of E266, participants should be able to interpret and apply environmental and historic preservation laws, regulations, and executive orders; explain and implement their roles/responsibilities in the compliance process; communicate with all affected parties in the environmental compliance process; and describe how the compliance process fits into the broader FEMA mission.

Selection Criteria: This course is by invitation only. Coordination should be done through Headquarters and Regional Environmental Officers. This course has been designed as an advanced training for those in FEMA's Environmental and Historic Preservation (EHP) program in leadership roles and those who demonstrate a high degree of initiative and leadership potential. This includes FEMA Environmental/Historic Preservation Advisors, Team Leads, and Environmental, Historic or Floodplain Specialists as well as contractors and State employees who expect to take an active role in working with FEMA's environmental compliance staff.

Prerequisites:

Required: E/L253, *FEMA Program Responsibilities: Coordinating Environmental and Historic Compliance*; working knowledge or experience with FEMA's programs; working knowledge of environmental laws, regulations, and Executive Orders that dictate environmental compliance.

Recommended: None.

Course Length: 4 days

CEUs: Not yet determined

Point of Contact: Barbara Nelson, Mitigation Section, Emergency Management Institute, (301) 447-1247.

Community Relations Reporting Techniques and Analysis (E267)

This course prepares Community Relations (CR) staff who will be responsible for compiling individual daily field reports sent to the Joint Field Office (JFO) by CR Specialists and supplying this up-to-date information to other Emergency Response Team (ERT) elements. Participants will ascertain accurate data for reporting, capturing pertinent information and analyzing and discerning the difference between viable and nonessential information. Participants will also learn how to use the software application CRISP for collecting and maintaining contact data for community points of contact during disaster operations, and for generating appropriate reports.

Selection Criteria: This course is by invitation only. The primary audience is those CR specialists who have been nominated by their CR Cadre Manager and who will be responsible for compiling, tracking, and generating daily field reports.

Prerequisites:

Required: Successful completion of L/E277, *Community Relations (CR) for Field Specialists*.

Recommended: Participants should have field experience as a CR Specialist.

Course Length: 4 days

CEUs: Not yet determined

Point of Contact: Deborah Evans, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1139.

Managing FEMA Staff on Disaster Operations (E269)

This course provides FEMA managers and supervisors, including PFTs and DAEs who work in the Joint Field Office (JFO) and other disaster operation facilities, with the knowledge and skills to perform their staff management responsibilities more effectively and with greater confidence. Individuals must complete the Myers-Briggs Type Indicator (MBTI) Instrument and should have JFO experience.

Selection Criteria: FEMA managers and supervisors including PFTs and DAEs.

Prerequisites:

Required: None.

Recommended: None.

Course Length: 4½ days

CEUs: 2.9

Point of Contact: H. Marie Harkenrider, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1167.

Hydrologic Engineering Center: Hydrologic Model System (HEC-HMS) (E271)

The Hydrologic Engineering Center-Hydrologic Modeling System (HEC-HMS) is designed to simulate the precipitation-runoff processes of dendritic watershed systems. It is designed to be applicable to a wide range of problems including flood hydrology used for dam safety applications. Hydrographs produced by the program can be used in conjunction with other software to analyze flow forecasting, watershed land use changes, reservoir spillway design, flood damage reduction, and flood inundation mapping.

The program can be used for any size of river basin. The HMS model components include basin models, meteorologic models, control specifications, and input data. The basin model can deal with subbasin, reaches, junctions, sources, sinks, diversions, and reservoirs. The meteorological model can handle many different

inputs for precipitation including a newly added snowmelt method. The control specification sets the time span of the simulation run.

Selection Criteria: This course is limited to professional staff of State and Federal dam safety programs only.

Point of Contact: Joe Bills, Mitigation Section, Emergency Management Institute, (301) 447-1356.

National Dam Safety Technical Workshop (NDSTW) (E274)

The NDSTW Workshop is a 2-day workshop held each year in February. A topic is selected by the training subcommittee of the National Dam Safety Review Board that highlights relevant issues in dam safety engineering and safety.

Selection Criteria: The audience for this course is limited to professional staff of dam safety programs at the State and Federal levels, and also those from the private sector, such as engineering firms.

Point of Contact: Joe Bills, Mitigation Section, Emergency Management Institute, (301) 447-1356.

Benefit-Cost Users Workshop (E275)

A 2-day workshop designed for Local, Tribal, State, and FEMA mitigation grant programs staff that have understanding of the fundamental concepts of FEMA's benefit-cost analysis (BCA) and methodologies. Invited participants engage and learn about newer developments and changes to the mitigation BCA methodologies, tools and training. Updates to the current BCA modules for riverine and coastal flood are reviewed, and the hurricane wind, earthquake, and numerous other software modules are discussed. This workshop will also provide opportunities to discuss level-two BC analyses.

Selection Criteria: Personnel involved in conducting benefit-cost analysis.

Prerequisites:

Required: Participants must have knowledge of mathematics (basic algebra and percentages) and computers (Windows and spreadsheet programs).

Recommended: None.

Course Length: 2½ days

CEUs: 1.3

Point of Contact: Phil Moore, Mitigation Section, Emergency Management Institute, (301) 447-1248.

Community Relations (CR) for Field Specialists (E277)

This course prepares Community Relations (CR) staff with the skills and abilities to perform effectively as CR Specialists. Participants will be given the opportunity to apply the CR philosophy and standard operating procedures in activities such as the community assessment process and identifying the CR Specialist's role in developing and fostering Federal, State, and local partnerships. This course is required for credentialing as a CR Specialist.

Selection Criteria: This course is by invitation only. The primary audience is potential and current CR Specialists who have been nominated by their CR Cadre Manager.

Prerequisites:

Required: None.

Recommended: None.

Length of Course: 4 days

CEUs: 3.0

Point of Contact: Deborah Evans, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1139.

Community Relations for Managers (E281)

This course prepares Community Relations (CR) staff to serve as CR Managers to lead and direct CR staff in the field. Individuals are provided with the skills needed to effectively manage sectors and areas of CR in a disaster. The course provides opportunities for individuals to practice skills in management and leadership, conflict management, coaching as a function of management, building partnerships, and decision making.

Selection Criteria: The primary audience is current CR managers and CR Specialists who have been nominated by their CR Cadre Manager to serve in various CR management positions.

Prerequisites:

Required: Successful completion of L/E277, *Community Relations (CR) for Field Specialists*.

Recommended: It is recommended that all participants have field experience as a CR Specialist and Unit Leader.

Course Length: 5 days

CEUs: 3.0

Point of Contact: Deborah Evans, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1139.

Disaster Field Training Operations (DFTO) Orientation (E283)

This course offers individuals the knowledge and skills needed to serve as a DFTO training specialist. The course is performance based and requires individuals to meet specific criteria in a simulated DFTO environment. The course addresses disaster assistance programs and other FEMA programs to enable the individual to serve as an instructor in those areas if necessary.

Selection Criteria: DFTO Cadre members who are training specialists. Individuals who may become team unit leaders must also attend this course. The audience comes from the regions or

Headquarters. Cadres usually consisting of DAEs, CORE, or PFTs.

Prerequisites:

Required: IS-292, *Disaster Basics*.

Recommended: None.

Course Length: 4 days

CEUs: 2.9

Point of Contact: Bernice Zaidel, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1360.

Disaster Field Operations Management (DFOM) (E292)

This course provides disaster managers with the knowledge, skills, and abilities needed to establish and maintain effective coordination among all elements in a Joint Field Office (JFO) or disaster operations support facility.

Selection Criteria: FEMA Headquarters, regional, or NSPC staff, GS-12 or higher, who will function as managers in a Joint Field Office or disaster operations support facility. All participants must have a strong working knowledge of FEMA programs and be capable of making a significant contribution to their organization's disaster response, recovery, and mitigation capabilities.

Course participants must be nominated; selection priority is given to PFT and CORE employees. DAEs may be nominated, but will be selected on an exception-basis only.

Prerequisites:

Required: None.

Recommended: IS-292, *Disaster Basics*, and E269, *Managing FEMA Staff in Disaster Operations*.

Course Length: 4 days

CEUs: 2.9

Point of Contact: Bernice Zaidel, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1360.

Disaster Field Training Operations (DFTO) Training Unit Leader (E294)

This course provides individuals with the ability to serve as supervisors, managers, and leaders of a DFTO in a disaster field setting. The course provides an introduction to the purpose and use of training evaluations and the validation of the evaluation instruments.

Selection Criteria: Experienced DFTO Cadre members designated to potentially become training unit leaders (DAEs, CORE, or PFTs).

Prerequisites:

Required: E283, *DFTO Orientation*.

Recommended: None.

Course Length: 4 days
CEUs: 2.9

Point of Contact: Bernice Zaidel, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1360.

Individual Assistance (IA) Basic Management (E/B321)

This course gives participants the tools needed to provide the best service to disaster victims based on the New FEMA vision of being the Nation's pre-eminent emergency management agency.

The primary audience for this course is FEMA, nationwide Individual Assistance (IA) staff including IA Branch Directors, IA Group Supervisors, as well as Operations Section Chiefs and Federal Coordinating Officers.

Selection Criteria: Participants should have served in one disaster operations field position as Group Supervisor or Team Leader.

Prerequisites:

Required: None.

Recommended: None.

Point of Contact: Maria Moore, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1501.

Human Resources (HR) Specialist Training (E325)

This course provides HR Cadre Members with the knowledge and ability to operate the HR/Personnel office within a Joint Field Office (JFO) operation.

Selection Criteria: HR staff assigned as a human resources specialist, generally DAEs and PFTs from regional offices and Headquarters.

Prerequisites:

Required: None.

Recommended: None.

Course Length: 4 days
CEUs: 2.9

Point of Contact: Deborah Evans, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1139.

Introduction to Mission Assignment (MA) Processing (E347)

This 4-day course is intended to provide FEMA personnel with an in-depth introduction to the mission assignment (MA) process including MA Issuance, Execution, Billing, and Closeout. The participants receive computer training on the eCAPs software program used for processing of Action Request Forms (ARFs) for mission assignments.

Target Audience: MA Managers, MA Specialists, Action Trackers, Operations Section Chiefs, Branch Directors, and Finance and Logistics staff as appropriate.

Prerequisites:

Required: Must complete a pre-course reading assignment and quiz. Completion of the MA Overview Independent Study (IS) course will be required (when available).

Recommended: None.

Point of Contact: H. Marie Harkenrider, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1167.

Crisis Counseling (Basic) Grant Program (E354)

This course informs staff on the application process for and management of the Crisis Counseling Assistance and Training program under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (PL 93-288), as amended.

Selection Criteria: This course is by invitation only. Limited to those FEMA staff who hold (or will hold) titles of Individual Assistance Officer or Program Manager; and to State staff who manage the Crisis Counseling Assistance and Training program grant. This course is part of credentialing requirements for Individual Assistance staff.

Prerequisites:

Required: None.

Recommended: None.

Course Length: 4 days
CEUs: 2.8

Points of Contact: Victoria Childs, Recovery Division, (202) 646-3844, and John Hoyle, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1045.

Individual Assistance (IA) Program Management (E356)

This course is designed to provide guidance and training for FEMA staff assigned the responsibility to manage, coordinate, and oversee Crisis Counseling Assistance and Training Program, Disaster Unemployment Assistance Program, and Disaster Legal Services Program (CCP/DUA/DLS). The course will discuss effective management in order that these programs are fully implemented for FEMA and its partners and ultimately beneficial for the disaster-affected individual.

The participants for this course are Individual Assistance (IA) Program staff and leadership responsible for the implementation, management, and oversight of the CCP/DUA/DLS.

Selection Criteria: The participants will be FEMA personnel including:

- IA Branch Director
- IA Group Supervisors
- Headquarters staff
- Regional Office staff

Enrollment in this course is on a first-come, first-served basis.

Point of Contact: Maria Moore, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1501.

Congressional Liaison Specialist (E368)

This course provides individuals assigned to work as Congressional Liaison Specialists at a Joint Field Office (JFO) with the knowledge, skills, and sensitivities necessary to effectively perform their duties. This includes applying the congressional liaison philosophy and procedures externally, to foster a partnership between Congress and FEMA, and internally, to advise the Federal Coordinating Officer (FCO) and JFO staff. This also includes supporting the Regions and Headquarters in their ongoing communications with Congress and to facilitate information flow between Congress and the JFO.

Selection Criteria: Participants authorized to attend this course will belong to the FEMA Congressional Cadre. All nominations will be submitted through the National Cadre Manager.

Prerequisites:

Required: None.

Recommended: None.

Course Length: 4½ days
CEUs: 2.9

Point of Contact: Terah Weidenhamer, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1858.

Congressional Liaison Lead (E370)

This course provides individuals assigned to work as the Congressional Liaison Lead at a Joint Field Office (JFO) with the knowledge, skills, and sensitivities necessary to effectively perform their duties. This includes analyzing trends and developing strategic plans; managing relationships effectively with partners in the disaster operation; including Members of Congress and their Staff, managing the work of the Congressional Affairs function; and managing staff by providing opportunities for growth and success.

Selection Criteria: Participants authorized to attend this course will belong to the FEMA Congressional Cadre. All nominations will be submitted through the National Cadre Manager.

Prerequisites:

Required: None.

Recommended: None.

Course Length: 4½ days
CEUs: 2.9

Point of Contact: Terah Weidenhamer, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1858.

FEMA State Public Assistance (PA) Workshop (E372)

Designed for FEMA Public Assistance (PA) staff and State and Tribal PA officers responsible for implementing the PA program at the Federal or State level. Includes a forum for identifying, discussing, and/or resolving PA Program issues.

Prerequisites:

Required: None.

Recommended: None.

Course Length: 3 days
CEUs: 2.9

Point of Contact: Martin DiGregory, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1203.

Public Assistance Officer (PAO) Course (E374)

This resident course focuses on the duties and responsibilities of a Public Assistance Officer (PAO)/Deputy Public Assistance Officer by providing a review of legislation, regulations, policies, and guidance governing the Public Assistance Program.

Selection Criteria: FEMA emergency program specialists who have performed or may be expected to perform the duties of a PAO or deputy PAO during a disaster event.

Prerequisites:

Required: IS-631, *Public Assistance Operations I*, or E382, *Public Assistance Operations II*.

Recommended: None.

Course Length: 4 days
CEUs: 2.4.

Point of Contact: Martin DiGregory, Disaster Operations and Response Section, Emergency Management Institute, (301) 447-1203.

Public Assistance (PA) Operations I (E381)

This course focuses on the duties and responsibilities of a Public Assistance (PA) Program Project Officer. Topics include initial operations, program eligibility, project formulation, and special considerations.

Prerequisites:

Required: None.

Recommended: None.

Course Length: 4 days
CEUs: 2.4

Point of Contact: Martin DiGregory, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1203.

Public Assistance (PA) Operations II (E382)

This course focuses on the duties and responsibilities of a Public Assistance Coordinator (PAC). Topics include Public Assistance eligibility, special considerations, and process management tools.

Selection Criteria: FEMA staff only.

Prerequisites:

Required: IS-631, *Public Assistance Operations I*.

Recommended: None.

Course Length: 4 days
CEUs: 2.4

Point of Contact: Martin DiGregory, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1203.

Emergency Management Higher Education Conference (E392)

The primary purpose of this Conference is to encourage and support inter-school dialogue on a variety of issues and problems related to hazard,

disaster, and emergency management higher education, as well as to facilitate direct dialogue between the Emergency Management Higher Education Project and representatives of colleges and universities with emergency management programs. A secondary purpose of the Conference is to provide information to the faculty and administrators of emergency management collegiate programs which could be used in the development of new emergency management college courses and programs or in the modification of existing courses—akin to an “educate the educator” posture.

Selection Criteria: Faculty and administrators with colleges and universities which (1) have a hazard, disaster, or emergency management academic program in place, (2) are investigating or developing a hazard, disaster, or emergency management academic program, or (3) FEMA is seeking to interest in developing such a program. In addition, a small number of participants are FEMA Emergency Management Higher Education Project materials developers and representatives of stakeholder organizations.

Prerequisites:

Required: None.

Recommended: None.

Course Length: 3 days
CEUs: 2.25

Point of Contact: Dr. B. Wayne Blanchard, CEM, Readiness Section, Emergency Management Institute, (301) 447-1262.

Response Operations III– Introduction (E/L423)

This 3-day course is intended to provide FEMA and other Federal agency personnel with the foundation of the Federal government’s role in operational response concepts utilizing the Incident Action Planning Process, the National Incident Management System (NIMS), and ICS concepts. Participants learn to develop incident objectives, how to conduct a strategy meeting, and outline a response organization based on hurricane and terrorism scenarios.

Selection Criteria: JFO FEMA personnel at the Branch Director/Unit Leader and above and other Federal agency personnel. A secondary audience would include staff assigned to the National Response Coordination Center (NRCC) and Regional Response Coordination Center (RRCC).

Prerequisites:

Required: Must have successfully completed ICS-300 and have supervisory approval.

Recommended: None.

Point of Contact: H. Marie Harkenrider, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1167.

Public Assistance (PA): Grant Administration for States (E478)

To provide State/Grantee Public Assistance (PA) and grant administration staff with an in-depth look at the pre-award, post-award, and closeout activities associated with the PA program. Participants will learn to apply Federal regulations, assist with project identification, ensure financial reporting requirements are met, and outline documentation requirements.

Selection Criteria: State/Grantee staff administering the PA program or those involved in PA grant administration.

Prerequisites:

Required: None.

Recommended: None.

Course Length: 4 days
CEUs: 2.4

Point of Contact: Martin DiGregory, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1203.

Public Assistance (PA) Cost Estimating Format (E480)

This course focuses on the understanding and use of the Public Assistance (PA) Cost Estimating Format (CEF) spreadsheet and is intended for PA staff responsible for estimating and/or reviewing PA large projects.

Prerequisites:

Required: IS-631, *Public Assistance Operations I*.

Recommended: None.

Course Length: 4 days
CEUs: 2.4

Point of Contact: Martin DiGregory, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1203.

Performance Excellence Series II—Communication and Customer Service (E526)

Communication and Customer Service is a 4-day resident course. It teaches the FEMA professional employees in grades GS 11/12/13 in the course elements of oral and written communications to meet and exceed the performance expectations in those areas. This course will instruct participants in appropriately, accurately, and succinctly relaying information. Participants will learn to independently and effectively communicate messages, even when their viewpoints are counter to the audience's ideas or beliefs, in a respectful manner tailored to the audience. This course is a highly interactive course.

Selection Criteria: FEMA permanent full-time employees in grades GS 11/12/13 and CORE employees on a space-available basis.

Prerequisites:

Required: None.

Recommended: None.

Course Length: 4 days

Point of Contact: Rosie Conley, Human Capital Division, Learning and Development Branch, (703) 605-4322.

Performance Excellence Series II– Representing the Agency (E527)

Representing the Agency teaches the FEMA professional employees in grades GS 11/12/13 to be positive representatives of the organization to meet and exceed the performance expectations in this area. This course will instruct participants in appropriately, accurately, and succinctly relaying information to both internal and external customers. Participants will identify their personal strengths when relating to others through the use of an individual assessment tool. They will learn to craft an effective External Affairs message delivering concise, focused, and key-message points. Participants will be videotaped to see their personal delivery technique. They will learn to analyze and practice conflict and stressful situation resolution skills, gaining the ability to explain/defend viewpoints tailored to specific audiences, speaking in a confident and compelling manner. This is a highly interactive course.

Selection Criteria: FEMA permanent full-time employees in grades GS 11/12/13 and CORE employees on a space-available basis.

Prerequisites:

Required: None.

Recommended: None.

Course Length: 4 days

Point of Contact: Rosie Conley, Human Capital Division, Learning and Development Branch, (703) 605-4322.

Performance Excellence Series II– Achieving Results and Teamwork (E528)

Achieving Results and Teamwork teaches the FEMA professional employees in grades GS 11/12/13 development of a practical approach to goal-setting and prioritization. Participants will be able to identify and use proactive variations to

situations enabling more effective outcomes to goals. Participants will bring projects/plans for projects on which to work or start in this segment, thus offering an opportunity to practically use lessons learned in the classroom. The participants will increase skills in collaborative team building through recognition of contributions from a variety of groups emphasizing cultural and generational issues. The course lists means to deal with everyone fairly, equitably, and professionally. Participants will gain a better understanding of ways to anticipate potential detriments to effective teams and provide constructive conflict resolution and common goal identification. This course is a highly interactive course.

Selection Criteria: FEMA permanent full-time employees in grades GS 11/12/13 and CORE employees on a space-available basis.

Prerequisites:

Required: A project participants wish to work on.

Recommended: None.

Course Length: 4 days

Point of Contact: Rosie Conley, Human Capital Division, Learning and Development Branch, (703) 605-4322.

Performance Excellence Series II– Leadership for Managerial Success (E529)

Leadership for Managerial Success teaches the FEMA professional employees in grades GS 11/12/13 to prepare or increase their ability to lead and supervise. Participants learn to benchmark from best practices. Participants will identify their personal strengths and weaknesses as they use a tool to evaluate their leadership skills and learn how to improve the positive skills to build a stronger performing unit. They will learn how to apply communication and conflict management styles to build and sustain high performing teams. Participants will learn to adapt coaching styles to meet the needs of their team members. They will also work on an individualized career development plan. This course is a highly interactive course.

Selection Criteria: FEMA permanent full-time employees in grades GS 11/12/13 and CORE employees on a space-available basis.

Prerequisites:

Required: None.

Recommended: None.

Course Length: 4 days

Point of Contact: Rosie Conley, Human Capital Division, Learning and Development Branch, (703) 605-4322.

Support Advisory Group for Empowerment (SAGE) (E530)

The Support Advisory Group for Empowerment (SAGE) has evolved from the Director's office as the Secretarial Advisory Committee in 1994 to the Secretarial Advisory Group for Empowerment in 1996 under the direction of the Learning and Development Branch. Membership continued to expand since then and the name changed once more to its current, "**Support Advisory Group for Empowerment.**" Current membership consists of a cross-section of administrative and professional personnel at various grade levels throughout the agency. The group meets on a monthly basis to discuss and plan upcoming events and activities. This time is also used to share future individual or group endeavors.

SAGE membership is a 2-year term. New membership will be announced in August 2007 for the 2008–2010 term.

Mission: To serve as a liaison to FEMA's administrative support personnel in the development of methods for improving the overall agency administrative support. In order to accomplish its mission, SAGE recommends and/or provides training opportunities and activities that enhance job knowledge, skills, and abilities.

Goals:

- Foster an environment that supports continuing education through quality programs designed to meet the needs of

FEMA's administrative support and professional personnel.

- Seek ideas and input from all FEMA staff that aids in enhancing the administrative services throughout the agency.
- Encourage and support networking among agency administrative support personnel.
- Promote activities that recognize and support the growth of agency administrative and professional personnel.

Ongoing Events:

- SAGE Conferences are conducted yearly to assist DHS/FEMA employees with the development or enhancement of soft skills and knowledge that could increase career opportunities, improve job performance, encourage creative thinking, and promote self-management.
- SAGE Brown Bags offer various topics to help employees enhance skills and become more marketable in today's constantly changing work environment.

Point of Contact: Doris Jackson, Human Capital Division, Learning and Development Branch, (703) 605-4319.

Performance Excellence Series Level I (E534/E535/E536/E537)

The Performance Excellence Series has been designed to help strengthen and reinforce the core competencies of **DHS/FEMA personnel through the GS-9 levels**. Participants will learn new strategies in Customer Excellence & Communication; Achieving Effective Results/Teamwork; and Representing the Agency. The Series consists of three in-depth, unique, 1-week segments and one repeated segment. Each segment will explore and uncover new methodologies for excellence in the work place.

Learning Methods: Self-assessments; individual, small, and large group practical exercises; in-class writing; discussions; facilitator presentations; feedback from the facilitator; demonstrations and application planning.

- **Week I:** Customer Excellence & Communication (E534)
- **Week II:** Achieving Effective Results/Teamwork (E535)
- **Week III:** Representing the Agency (E536)
- **Week IV:** Customer Excellence & Communication (E534)

Selection Criteria: DHS/FEMA personnel through the GS-9 levels. Stafford Act employees and temporary full-time employees are welcome on a space-available basis.

Prerequisites:

Required: None.

Recommended: None.

Course Length: 4 days

Points of Contact: Doris Jackson, Human Capital Division, Learning and Development Branch, (703) 605-4319, and Darren Moten, Human Capital Division, Learning and Development, (703) 605-4279.

Basic Mediation (E542)

This 34-hour Basic Mediation skills training course explores all aspects of the mediation process through interactive exercises, demonstrations, lectures, supervised role-plays, and group debriefing. Participants will develop essential communication skills and successful dispute resolution techniques. Participants will learn effective tools to deal with issues of denial, anger, power, and impasse. Conflict resolution strategies, principles, and theories will be presented. Participants will identify the five different conflict styles, including their own. All participants will understand how to reduce and transform conflict in their workplace.

Selection Criteria: Employees working in situations/environments where conflict-resolution skills will enhance the performance of the agency and strengthen its mission. For individuals who encounter miscommunications and misunderstandings which must be resolved quickly and meaningfully for successful operations.

Enrollment: Submit a FEMA Form 75-5 (General Admissions Application) to the U.S. Fire Administration (USFA) Admissions Office. Applications are reviewed and approved by the USFA Admissions Office.

Prerequisites:

Required: None.

Recommended: None.

Course Length: 4½ days

Program Costs: No cost for training. All travel costs are the responsibility of the sending organization.

Points of Contact: Dynia Beaty, Human Capital Division, Learning and Development Branch, dynia.beaty@dhs.gov, (703) 605-4284, or Kathy McKoy, kathy.mckoy@dhs.gov, (703) 605-4312.

Cadre Manager Workshop (L661)

The participants will be provided with the foundations of Cadre Management and the specific roles and responsibilities of a cadre manager. Specific pre-disaster operational tasks that will be discussed: Staffing, Recruiting, Selection Process, Hiring and Firing, and Training (getting the workforce ready to respond and perform their duties). Also discussed will be maintaining a fully capable workforce through various communication methods and how to monitor and maintain cadre readiness. Also, how to work with the cadre when they are deployed and when they return.

Selection Criteria: Headquarters (National) and Region Cadre Managers (generally PFTs or COREs). Support staff is eligible on a space-available basis.

Prerequisites:

Required: None.

Recommended: None.

Workshop Length: 2½ days
CEUs: 1.9

Point of Contact: Bernice Zaidel, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1360.

FEMA Basic Grants Management (E701)

The purpose of this course is to identify the foundations for grants management. The training will provide policy direction, guidance, and procedures for making administrative decisions. The overall goal for the course is to provide directorate-specific information that will increase the ability of the staff to comply with directorate and government-wide grant requirements.

Selection Criteria: The target audience will include Financial/Grants Management Specialists and Program Specialists working with grants.

Prerequisites:

Required: At least 1 year of FEMA experience preferably working with grants. Pre-course reading materials will be mailed to participants after their official enrollment into the course.

Recommended: None.

Course Length: 3 days

Points of Contact: Mildred Lloyd, Grants Management Specialist, (202) 646-2829, and Tina Hovermale, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1207.

FEMA Advanced Grants Management (E702)

The purpose of this course is to focus on grants management decisionmaking with the overall goal being to assimilate elements of good judgment in the grants management decision making process through the use of case scenarios.

Selection Criteria: The target audience will include Financial/Grants Management Specialists and Program Specialists working with grants.

Prerequisites:

Required: Applicants should have either successfully completed the E701, *FEMA Basic Grants Management* course or the E377, *Grant Administration: A Public Assistance Perspective*, or have 4 or more years of grants-related experience in grants management, Public Assistance or Mitigation programs, or financial positions, such as Grants Management Specialist, Financial Specialist, or Program Specialist. Pre-course reading materials will be mailed to participants after their official enrollment into the course.

Recommended: None.

Course Length: 3 days

Points of Contact: Mildred Lloyd, Grants Management Specialist, (202) 646-2829, and Tina Hovermale, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1207.

Financial Technician/Specialist Basic (E703)

This course provides initial training for Financial Cadre members, including an overview of Emergency Preparedness and Response/FEMA organization, major responsibilities, and operations. In addition, the course will outline the major duties and responsibilities of Financial Specialists and Financial Technicians, as well as provide a minimum knowledge and skills base, by position, sufficient to support field deployments.

Selection Criteria: This course is required for all Emergency Preparedness and Response Financial Specialists and Financial Technicians (permanent full-time, CORE, and Stafford Act Employees) who respond to disasters. Enrollment is reserved for Financial Cadre members. Training should be completed within 18 months of employment or assigned duty. Once the employee has completed the course and met the requirement, no refresher is required at this time.

NOTE: Not required for Comptroller and Contract Specialists.

Prerequisites: Completion of IS-292, *Disaster Basics*, and IS-195, *Basic Incident Command System*. Candidates must provide certificates of completion on or before the first day of class.

Course Length: 5 days

Points of Contact: Krista Painter, Comptroller Cadre Manager, (202) 646-7685, and Tina Hovermale, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1207.

Financial Technician/Specialist Advanced (E704)

This course provides Financial Cadre members with the continued training and development necessary to perform job duties during disaster field operations. This course supports the general professional requirements of the Emergency Preparedness and Response/FEMA Organization, the Chief Financial Officers Act of 1990, and the Cadre's Core Competency Guidelines.

Selection Criteria: This course is required once during employment with FEMA for all Emergency Preparedness and Response Financial Specialists and Financial Technicians (permanent full-time, CORE, and Stafford Act Employees) who respond to disasters.

NOTE: Not required for Comptroller and Contract Specialists.

Prerequisites:

Required: Completion of E703, *Financial Specialist/Financial Technician Basic* or invitation by the Course Manager. The course should be completed within 18 months of employment or assigned duty.

Recommended: None.

Course Length: 5 days

Points of Contact: Krista Painter, Comptroller Cadre Manager, (202) 646-7685, and Tina Hovermale, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1207.

Disaster Contracting (E706)

This course was specifically designed for the employees who deploy to the Contracting/Acquisition Unit of the Joint Field Office (JFO). This course covers the unique disaster environment and how a Contracting employee performs his/her functions in that Unit. This course could also be delivered (also by invitation only) to other DHS Contracting employees who will be assigned to this Unit in a catastrophic event.

Selection Criteria: This course is by invitation only. The participants are members of the FEMA Acquisition/Contracting Cadre or members of a larger stand-by list of DHS Contracting employees who would deploy to JFO Contracting Unit in a catastrophic disaster event. The list of participants is provided by the Acquisition/Contracting National Cadre Manager.

Prerequisites:

Required: NIMS Training (IS-100, IS-200, IS-700) and NRP Training (IS-800).

Recommended: None.

Course Length: 4 days

CEUs: None

Point of Contact: Pati LaBrosse, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-7685.

Introductory Field Attorney Training (E713)

The purpose of this course is to prepare new Field Attorneys to perform their responsibilities of ensuring that field operations are consistent with the Stafford Act, other laws, regulations, and agency policy and standards. The Field Attorneys provide timely onsite legal advice to ensure that Federal Coordinating Officer and program staff decisions are legally sound and fiscally responsibility.

Selection Criteria: The target audience will include employees that are new to the Field Attorney Cadre.

Prerequisites:

Required: Must have completed and submitted the test for IS-292, *Disaster Basics* course. Must have read *Your Guide to FEMA Booklet* (disaster related). Enrollment is reserved for Field Attorney Cadre members.

Recommended: None.

Course Length: 4 days

Points of Contact: Mary Ellen Martinet, Associate Chief Counsel for Field Counsel, (202) 646-3341, and Tina Hovermale, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1207.

Advanced Field Attorney Training (E714)

The purpose of this course is to update the Field Attorneys based on the last year's lessons learned which will allow them to be better able to perform their responsibilities of ensuring that field operations are consistent with the Stafford Act, other laws, regulations, and agency policy and standards. The Field Attorneys provide timely onsite legal advice to ensure that Federal Coordinating Officer and program staff decisions are legally sound and fiscally responsible.

Selection Criteria: The target audience will include employees that are new to the Field Attorney Cadre.

Prerequisites:

Required: Enrollment is reserved for Field Attorney Cadre members.

Recommended: None.

Course Length: 2 days

Points of Contact: Mary Ellen Martinet, Associate Chief Counsel for Field Counsel, (202) 646-3341, and Tina Hovermale, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1207.

Comptroller Basic (E716)

This course is an introduction-level course for new members of the FEMA Comptroller Cadre, and other selected (new) financial staff who deploy to FEMA disaster operations. This course provides a basic understanding of the Joint Field Office (JFO) Sections and staff makeup, duties of a Comptroller as a Finance and Administration Section Chief, basic introduction of the four units that comprise the Finance and Administration Section, official computer systems overview, oversight responsibilities, and basic chain of command. The course also provides names and offices that the Comptroller will interact with (FEMA Headquarters Office of the Chief Financial Officer, Disaster Finance Center, etc).

Selection Criteria: This course is by invitation only. The participants are members of the FEMA Comptroller Cadre or members of financial staffs who deploy to FEMA disaster operations. The list of participants is provided by the FEMA Comptroller National Cadre Manager.

Prerequisites:

Required: NIMS Training (IS-100, IS-200, IS-700) and NRP Training (IS-800).

Recommended: None.

Point of Contact: Pati LaBrosse, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-7685.

Disaster Alternative Dispute Resolution Basic Training (E/B717)

This course provides new FEMA American Disaster Reserve (ADR) Specialists with the skills required to implement effective mediation and conflict resolution guidance during disaster operations. The course provides a basic understanding of FEMA's culture, Joint Field Office (JFO) dynamics, deployment issues, Disaster Field Training Office (DFTO) agenda, and a general awareness of the role ADR plays in FEMA.

Point of Contact: Michelle Weathers, Disaster Operations and Recovery Section, Emergency Management Institute (301) 447-7686.

Executive Leadership and Supervisory Training (E736)

The *Executive Leadership and Supervisory Training* program is designed to provide newly appointed first-line supervisors with the communication and soft skills necessary for effective leadership. FEMA supervisors come together to study shared leadership traits and practices.

Areas of study include:

- Making the Transition to Supervisor
- Managing in a Crisis
- Self-Management and Stress
- Ethical Leadership
- Communicating for Results
- Motivating Employees
- Developing Your Leadership Potential
- Managing Performance
- Managing Performance Problems
- Managing the Work
- Leading Employees through Change
- Working through Conflict

Selection Criteria: Newly appointed permanent, full-time (PFT) first-line supervisors and experienced PFT supervisors who have not attended a supervisory leadership course.

Enrollment: Submit a FEMA Form 75-5 (General Admissions Application) to the U.S. Fire Administration (USFA) Admissions Office. Applications are reviewed and approved by the USFA Admissions Office.

Prerequisites:

Required: None.

Recommended: None.

Course Length: 4½ days

Program Costs: No cost for training. All travel costs are the responsibility of the sending organization.

Points of Contact: Dynia Beaty, Human Capital Division, Learning and Development Branch, dynia.beaty@dhs.gov, (703) 605-4284, or Kathy McKoy, kathy.mckoy@dhs.gov, (703) 605-4312.

DHS/FEMA Individuals and Households Program (IHP), Grants, and Financial Closeout (E759)

This training course is primarily for FEMA regional office employees, and Joint Field Office (JFO) personnel, Disaster Finance Center (DFC) and the National Processing Service Centers (NPSCs) who have the responsibility of managing, monitoring, and/or closing out IHP Housing and Other Needs Assistance (ONA) Provisions.

The goal of this course is to introduce participants to the newly developed policies and procedures for managing, monitoring, and closing out IHP Housing and ONA Provisions, and to assist participants in developing strategies that will assist them in carrying out these responsibilities.

Selection Criteria: The participants will be primarily FEMA personnel, including:

- Individual Assistance (IA) Group Supervisors
- Disaster Recovery and Operations Specialists
- Emergency Management Program Specialists
- IA Branch Directors

Point of Contact: Maria Moore, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1501.

Resources Unit (E760)

The goal of this course is to deliver uniform procedures, knowledge, skills, abilities, and tools needed to perform in the Emergency Response Team (ERT) Resources Unit. Upon completion of the course, participants will be able to describe the composition, capabilities, and naming methods for all tactical resources; demonstrate the ability to apply all relevant Incident Command System (ICS) methods to Resources Unit functions during events; explain the composition, organization, duties, and responsibilities of the local, ERT/State, Regional Response Coordination Center (RRCC), and National Response Coordination Center (NRCC) Resources Units; describe the performance of check-in/check-out; demonstrate a working knowledge of data collection sources and methods for performing Resources Unit functions; list and describe all Resources Unit products; and demonstrate the ability to conduct all analyses of resources data vital to Resources Unit functions.

Selection Criteria: The course primarily targets staff that will be serving in an ERT, RRCC, or NRCC Resources Unit or performing a function that interacts with the Resources Unit. This includes Federal Resources Unit, Planning, Logistics, Finance/Administration, and Operations ERT, RRCC, and NRCC staff and State partners. The audience will have knowledge of and experience in Federal/State response and recovery operations, ICS, National Incident Management System (NIMS), organizational and chain of command principles, and disaster resources management.

Prerequisites:

Required: IS-292, *Disaster Basics*, IS-703, *NIMS Resource Management*, knowledge of Microsoft Word and Microsoft Excel, E300, ICS-300, and E423, *Response Operations III—Introduction* course.

Recommended: None.

Course Length: 4½ days
CEUs: Not yet determined

Point of Contact: Terah Weidenhamer, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1858.

Joint Field Office (JFO) Middle Managers Training (E778)

Course Purpose:

- Enhance the readiness of FEMA middle managers and their organizations.
- This **course will focus** on management and leadership, and accessing resources.
- Every disaster environment has a “political” aspect. You have to manage in that environment.
 - “**Big P**” (Congressional, State, White House); and
 - “**Little P**” (internal JFO-type politics).
 - Working in this type of environment requires superior management and leadership skills.
- This **course will not focus** on how to be, for example, an Individual Assistance (IA) Branch Director or a Resource Unit Leader.

Course Objectives:

At the end of this course, participants will be able to:

- Describe the basic tenets of National Incident Management System (NIMS), Incident Command System (ICS), and disaster response and recovery.
- Explain the FEMA response lifecycle and the organizational structure.
- Determine the roles and responsibilities of middle managers in disaster response and recovery.
- Recognize the importance of middle management participation in planning.
- Demonstrate an ability to handle administrative requirements of managers.
- Identify elements of resource and personnel management unique to disasters.
- Exhibit effective management skills and leadership abilities at the level expected of a middle manager.

Selection Criteria: The audience for this course includes individuals from Headquarters and Regions that are assigned the following disaster positions: Branch Director, Unit Leader, Division/Group Supervisors, and possible Strike Team Leaders and Task Force Leaders. The course is not specific to any function or cadre. The audience can include PFTs, COREs, and DAEs. All must have had at least one assignment as one of the above positions.

Prerequisites:

Required: IS-292, *Disaster Basics*.

Recommended: E292, *Disaster Field Operations Management (DFOM)*, and/or E269, *Managing FEMA Staff in Disaster Operations*.

CEUs: 2.9

Point of Contact: Bernice Zaidel, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1360.

Orientation to Disaster Operations—Orientation Only (E/L779)

The 4-day (resident) and 3-day (field) course is intended to provide participants with an orientation to disaster response and recovery operations as addressed in the current National Response Plan (NRP) with a focus on the inter-relationships among FEMA, other Federal agencies, and the State/local and tribal governments.

Selection Criteria: FEMA, other Federal agency personnel who are assigned to the Joint Field Office (JFO), Regional Response Coordination Center (RRCC), National Response Coordination Center (NRCC), and other disaster facilities as well as State agency management staff.

Prerequisites:

Required: IS-292, *Disaster Basics*.

Recommended: None.

Point of Contact: H. Marie Harkenrider, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1167.

Joint Field Office (JFO) Communications (E815)

This course is designed to teach the JFO communications standard operating procedures, the Incident Communications Annexes, and Incident Communications Plans. This instruction will assist in assuring consistency in communications planning and execution during an incident.

Selection Criteria: FEMA Communications/IT and Operations disaster planners and responders.

Point of Contact: Christopher Yambor, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1649.

Phone Book Exchange (PBX) Maintenance (E816)

PBX Maintenance is a 2-day class that teaches the hands-on skills needed to maintain Phone Book Exchange (PBX) systems that are installed in FEMA permanent and temporary facilities. PBX equipment will be available for the hands-on training of each participant.

Selection Criteria: FEMA Communications/IT and Operations disaster planners and responders.

Point of Contact: Christopher Yambor, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1649.

Advance Phone Book Exchange (PBX) Operations (E819)

This course provides advanced installation, operations, and maintenance training as well as in-depth administrative training for systems operators to manage a G3 Phone Book Exchange (PBX) system.

Selection Criteria: FEMA Communications/IT and Operations disaster planners and responders.

Point of Contact: Christopher Yambor, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1649.

National Emergency Management Information System Emergency Support (NEMIS ES)–Finance (E830)

This course provides hands-on NEMIS financial software training for FEMA disaster staff that uses the financial management functions of Initial Allocations, Amended Allocations, Obligations, Status, Query, and Emergency Support Maintenance.

Selection Criteria: FEMA financial staff such as Comptrollers, Financial Specialists/Technicians, Funds Control Leaders, and Regional staff that support the disaster financial function.

Prerequisites:

Required: None.

Recommended: None.

Course Length: 4½ days

Point of Contact: Tina Hovermale, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1207.

National Emergency Management Information System Emergency Support (NEMIS ES)–Finance Train-the-Trainer (TTT) (E831)

This course provides information on how to effectively teach NEMIS ES at the Regional and field levels. The course addresses the most current development, releases, and issues pertaining to NEMIS ES – Finance module and training. These initiatives must be taught and supported by the NEMIS ES Trainers, and this course is offered once a year.

Selection Criteria: NEMIS ES–Finance Trainer.

Prerequisites:

Required: None.

Recommended: None.

Course Length: 4 days (may vary in length depending on material at the time of the offering).

Point of Contact: Tina Hovermale, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1207.

Information Technology Enterprise System (E835)

This course trains ITS staff in Enterprise Systems Administration.

Selection Criteria: FEMA ITS staff with Enterprise Systems Administration responsibilities.

Prerequisites:

Required: None.

Recommended: None.

Course Length: 4½ days

Point of Contact: Christopher Yambor, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1649.

Emergency Management Mission Integrated Environment (EMMIE) Public Assistance Train-the-Trainer (TTT) (E861)

This course will address the current release of the Emergency Management Mission Integrated Environment (EMMIE) Public Assistance (PA) software. EMMIE PA replaced the NEMIS Infrastructure Module. The subject matter includes Subgrantee functions; Grantee functions; Application Entry and Review; Processing Awards; and disaster setup in EMMIE. In addition, participants will learn training and course presentation techniques.

Selection Criteria: EMMIE Public Assistance Trainers.

Prerequisites:

Required: None.

Recommended: None.

Point of Contact: Christopher Yambor, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1649.

National Response Coordination Center (NRCC) Training Lecture (L934)

This course is held in Washington, DC, at least once per year for the members of the Emergency Support Teams who work in the National Response Coordination Center (NRCC) during an activation. By the completion of this course, participants will have a broad understanding of the elements that make up the NRCC, and how each position fits together to accomplish the centralized goal of effective response to a disaster incident.

Selection Criteria: FEMA and Emergency Support Function personnel assigned to the NRCC for activations.

Prerequisites:

Required: None.

Recommended: None.

Course Length: 2 days

Point of Contact: Terah Weidenhamer, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1858.

National Response Coordination Center (NRCC) Training Exercise (L935)

This course is designed as a tabletop exercise and is held in Washington, DC, at least once per year for the members of the Emergency Support Teams who work in the National Response Coordination Center (NRCC) during an activation. By the completion of this exercise, participants will be able to demonstrate the ability to work in an interactive manner within the NRCC to develop situational awareness of an incident.

Selection Criteria: FEMA and Emergency Support Function personnel assigned to the NRCC for activations.

Prerequisites:

Required: L935, NRCC Lecture.

Recommended: None.

Course Length: 1 day

Point of Contact: Terah Weidenhamer, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1858.

National Incident Management System (NIMS) Implementation Workshops (E975)

The National Integration Center Integrated Management System Division (NIC-IMS) is committed to the implementation of the National Incident Management System (NIMS). The E975, *NIMS Implementation Workshops* are 3-day activities conducted by specific discipline (i.e., Fire, Law Enforcement, Hospitals, Public Work, etc.) The workshops provide an opportunity for IMS personnel to present the most current information on all aspects of NIMS to include training, resource management and resource typing, and credentialing. Additionally

through the use of break-out sessions, attendees are afforded the opportunity to prepare and present individual and group input into methodologies that may be used by IMS personnel to improve all aspects of the implementation of NIMS throughout the United States and its territories.

Selection Criteria: These workshops are by invitation only.

Point of Contact: Kevin Molloy, Integrated Emergency Management Section, National Integration Center, (301) 447-1383.

Security Orientation (E979)

This is an introductory course designed to acclimate newly hired Security Specialists to the responsibilities of their position within a Joint Field Office. Topics include violence in the workplace, identity theft, video surveillance systems, security operations, security assessments, reports and plans, physical and personnel security, and an overview on the Security Identification Badging System.

Selection Criteria: Newly hired FEMA Security Specialists. All nominations will be submitted through the National Cadre Manager.

Prerequisites:

Required: None.

Recommended: None.

Course Length: 4 days
CEUs: 3.0

Point of Contact: Terah Weidenhamer, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1858.

Security Recertification (E980)

This is a high-level course designed specifically for Security Managers and Specialists who will be trained on a yearly basis on updated policies and procedures regarding Badging, Fingerprinting, and Credentialing, as well as AED/CPR/First Aid/BBP and any other

certifications that they are currently responsible for.

Selection Criteria: Security Managers and Specialists who belong to the FEMA Security Cadre. All nominations will be submitted through the National Cadre Manager.

Prerequisites:

Required: E979, *Security Orientation*.

Recommended: None.

Course Length: 4 days
CEUs: 3.0

Point of Contact: Terah Weidenhamer, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1858.

Hurricane Liaison Team (HLT) (L991)

This training is for individuals assigned to the Hurricane Liaison Team (HLT) that works at the National Hurricane Center (NHC) to support pre- and post-hurricane events.

Selection Criteria: FEMA personnel from regions, (Permanent Full-time, CORE, and DAEs) who are training in specific knowledge and skills required to get the HLT operational within the NHC structure.

Prerequisites:

Required: None.

Recommended: None.

Course Length: 3 days
CEUs: 2

Point of Contact: Bernice Zaidel, Disaster Operations and Recovery Section, Emergency Management Institute, (301) 447-1360.

ALPHABETICAL INDEX

	Course Number	Page
406 Hazard Mitigation Section	E239	5
Advanced Environmental Operations	E266	9
Advanced Field Attorney Training	E714	23
Advanced Methods of FEMA’S Historic Preservation Program.....	E265	9
Advance Phone Book Exchange (PBX) Operations.....	E819	27
Basic Mediation	E542	20
Benefit-Cost Users Workshop	E275	11
Cadre Manager Workshop	L661	20
Community Relations (CR) for Field Specialists	E277	11
Community Relations (CA) for Managers.....	E281	12
Community Relations (CR) Reporting Techniques and Analysis	E267	10
Comptroller Basic	E716	23
Congressional Liaison Lead.....	E370	15
Congressional Liaison Specialist	E368	14
Contingency Contracting	E105	3
Cooperating Technical Partners (CTP): Special Topics	E241	6
Crisis Counseling (Basic) Grant Program.....	E354	14
Debris Operations	E201	3
Demobilization/Plans Support Unit	E233	5
DHS/FEMA Individuals and Households Program (IHP), Grants, and Financial Closeout	E759	24
Disaster Alternative Dispute Resolution Basic Training.....	E/B717	23
Disaster Contracting.....	E706	22
Disaster Field Operations Management (DFOM).....	E292	12
Disaster Field Training Operations (DFTO) Orientation.....	E283	12
Disaster Field Training Operations (DFTO) Training Unit Leader.....	E294	13
Disaster Travel Manager Train-the-Trainer (TTT).....	E256	7
Documentation Unit.....	E229	4
Equal Rights Officer Update Course	E217	4
Emergency Management Higher Education Conference.....	E392	16
Emergency Management Mission Integrated Environment (EMMIE) Public Assistance Train-the-Trainer (TTT)	E861	28
Environmental/Historic Preservation Management Information (E-MIS) System Train-the-Trainer (TTT)	E255	7
Executive Leadership and Supervisory Training.....	E736	24
FEMA Advanced Grants Management.....	E702	21
FEMA Basic Grants Management	E701	21
FEMA Program Responsibilities: Coordinating Environmental and Historic Preservation Compliance	E/L253.....	6
FEMA State Public Assistance (PA) Workshop.....	E372	15

	Course Number	Page
Financial Technician/Specialist Advanced	E704	22
Financial Technician/Specialist Basic	E703	21
Human Resources (HR) Operations.....	E259	7
Human Resources (HR) Specialist Training.....	E325	13
Hurricane Liaison Team (HLT).....	L991	29
Hydrologic Engineering Center: Hydrologic Model System (HEC-HMS)	E271	10
Hydrologic Engineering Center: Riverine Analysis System (HEC-RAS).....	E264	8
Individual Assistance (IA) Basic Management	E/B321	13
Individual Assistance (IA) Program Management	E356	14
Introductory Field Attorney Training	E713	22
Introduction to Mission Assignment (MA) Processing	E347	13
Information Technology Enterprise System	E835	27
Joint Field Office (JFO) Communications.....	E815	26
Joint Field Office (JFO) Finance and Administration Section Chief Training	E106	3
Joint Field Office (JFO) Middle Managers Training.....	E778	25
Managing FEMA Staff on Disaster Operations.....	E269	10
Managing Floodplain Development Through the National Flood Insurance Program (NFIP) Train-the-Trainer (TTT).....	E262	8
National Dam Safety Technical Workshop	E274	11
National Emergency Management Information System Emergency Support (NEMIS ES)–Finance	E830	27
National Emergency Management Information System Emergency Support (NEMIS ES)–Finance Train-the-Trainer (TTT).....	E831	27
National Information Management System (NIMS) Implementation Workshops	E975	28
National Response Coordination Center (NRCC) Training Exercise.....	L935	28
National Response Coordination Center Training (NRCC) Lecture	L934	28
Operations Section Chief	E196	3
Orientation to Disaster Operations–Orientation Only	E/L779.....	26
Phone Book Exchange (PBX) Maintenance	E816	26
Performance Excellence Series II–Achieving Results and Teamwork	E528	18
Performance Excellence Series II–Communication and Customer Service.....	E526	17
Performance Excellence Series II–Leadership for Managerial Success.....	E529	18
Performance Excellence Series Level I	E534/E535/ E536/E537.....	19

	Course Number	Page
Performance Excellence Series II–Representing the Agency.....	E527	18
Public Assistance (PA) Cost Estimating Format	E480	17
Public Assistance (PA): Grant Administration for States.....	E478	17
Public Assistance (PA) Officer Course.....	E374	15
Public Assistance (PA) Operations I.....	E381	16
Public Assistance (PA) Operations II	E382	16
Rapid Needs Assessment Team Training	L236	5
Resources Unit.....	E760	25
Response Operations III–Introduction.....	E/L423.....	16
Security Orientation.....	E979	29
Security Recertification	E980	29
Situation Unit.....	E224	4
Support Advisory Group for Empowerment (SAGE)	E530	19
Travel Manager 8.2.....	E254	6